



**PROMOTIONAL EXAMINATION FOR  
CALIFORNIA STATE EMPLOYEES**

**STAFF SERVICES MANAGER II  
(SUPERVISORY)**

**DEPARTMENTAL PROMOTIONAL FOR:  
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES**

IT IS AN OBJECTIVE OF THE STATE OF CALIFORNIA TO ACHIEVE A DRUG-FREE STATE WORK PLACE. ANY APPLICANT FOR STATE EMPLOYMENT WILL BE EXPECTED TO BEHAVE IN ACCORDANCE WITH THIS OBJECTIVE BECAUSE THE USE OF ILLEGAL DRUGS IS INCONSISTENT WITH THE LAW OF THE STATE, THE RULES GOVERNING CIVIL SERVICE AND THE SPECIAL TRUST PLACED IN PUBLIC SERVANTS.

<b>POSITIONS EXIST</b>	Statewide
<b>WHO SHOULD APPLY</b>	<b>Competition Limited To State Employees Only.</b> Applicants must have a permanent civil service appointment with the California Department of Social Services as of the final file date, in order to take this examination. <i>(See General Information, Promotional Examinations Only, for exceptions to this requirement.)</i>
<b>HOW TO APPLY</b>	Applications (STD 678) are available and may be filed in person or by mail with the California Department of Social Services, Personnel Bureau, Examination Unit, 744 P Street, MS 15-59, Sacramento, CA 95814 or mailed to the California Department of Social Services, Personnel Bureau, Examination Unit, P. O. Box 944243, Sacramento, CA 94244-2430. <b>DO NOT SUBMIT APPLICATIONS TO THE STATE PERSONNEL BOARD.</b>
<b>APPLICATION DEADLINE</b>	<b>FINAL FILE DATE: SEPTEMBER 16, 2004</b> Applications (STD 678) must be <b>POSTMARKED</b> no later than the final file date. <b>Applications postmarked, personally delivered or received via interoffice mail after the final file date will not be accepted for any reason.</b>
<b>CROSS FILE - TWO CLASSES</b>	If you meet the entrance requirements for this class and for the Staff Services Manager III, which has the same final file date, you may file for both examinations on the same application.
<b>SPECIAL TESTING ARRANGEMENTS</b>	If you have a disability and need special testing arrangements, mark the appropriate box in Part 2 of the "Examination Application." You will be contacted to make specific arrangements.
<b>REQUIRED IDENTIFICATION</b>	<b>NOTE:</b> Accepted applicants are required to bring either a photo identification card or two forms of signed identification to each phase of the examination.
<b>SALARY RANGE</b>	\$5211 - \$6286 per month
<b>WRITTEN TEST DATE</b>	This examination will consist of a written examination. It is anticipated that the examination will be scheduled on <b>Saturday, November 20, 2004. No reschedules or makeups will be allowed.</b> Testing locations are Sacramento, Oakland, Fresno, Los Angeles, and San Diego. However, locations may be changed as conditions warrant.

SEE REVERSE SIDE FOR ADDITIONAL INFORMATION

**STAFF SERVICES MANAGER II (SUPERVISORY)**  
**JY80-4801**

**FINAL FILE DATE: SEPTEMBER 16, 2004**  
**WRITTEN TEST DATE: NOVEMBER 20, 2004**  
**EXAM CODE: 4BP73 01**

**ELIGIBLE LIST  
INFORMATION**

A departmental promotional eligible list will be established for the California Department of Social Services. The list will be abolished 12 months after it is established unless the needs of the service and conditions of the list warrant a change in this period.

**REQUIREMENTS  
FOR ADMITTANCE  
TO THE  
EXAMINATION**

**NOTE: All applicants must meet the education and/or experience requirements for this examination by the written test date. Your signature on your application indicates that you have read, understood, and possess the basic qualifications required.**

Qualifying experience may be combined on a proportionate basis. For example, candidates possessing qualifying experience amounting to 50% of the required time of Pattern I, and additional experience amounting to 50% of the required time of Pattern II, may be admitted to an examination as meeting 100% of the overall experience requirement.

**MINIMUM  
QUALIFICATIONS****Either I**

One year of experience in the California state service performing the duties of a Staff Services Manager I.

**Or II**

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst; **and**

Current employment in a class with a level of responsibility not less than that of a Staff Services Manager I.

**Or III**

Two years of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst.

**Or IV**

**Experience:** Four years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience which shall have included the preparation of reports and the presentation of recommendations to management beyond the trainee level, at least one year of which must have been in a supervisory capacity. (Experience in the California state service applied toward this requirement must include one year performing the duties of a class with a level of responsibility not less than that of Staff Services Manager I.) (In appraising experience more weight will be given to the breadth of pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) **and**

**Education:** Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Note: The requirement for "Equivalent to graduation from college" means:

Bachelor's degree from an accredited college.

Or

A letter from the college or university stating the applicant has met all of the academic requirements for graduation is acceptable.

**DEFINITION OF  
TERMS**

"Performing the duties of..." To meet this requirement, the applicant must have the amount of experience in State service in the class (or on a Training & Development assignment to the class) specified.

**SPECIAL  
PERSONAL  
CHARACTERISTICS**

Demonstrated ability to act independently, open-mindedness, flexibility and tact.

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**THE POSITION**

This is a full supervisory level over analytical and administrative work. In most settings, persons at this level are in charge of a well established and fully developed Staff Services function in a moderate to large department. Positions at this level normally supervise a moderate to large number of technical staff and spend the majority of their time in supervisory activities as distinct from working level assignments. On rare occasions positions at this level may function as nonsupervisory experts.

**EXAMINATION  
INFORMATION**

This examination will consist of a Written Test weighted 50% and an In-Basket Exercise weighted 50%. The Written Test consists of hypothetical work situations designed to measure a competitor's ability to effectively handle a variety of situations that they may be confronted with as a supervisor. The In-Basket Exercise will provide materials simulating the contents of a typical Staff Services Manager II in-basket. Upon reviewing the in-basket materials candidates will be asked a series of multiple-choice questions regarding prioritizing and handling of the in-basket materials. In order to obtain a position on the eligible list, competitors must pass the Written Test and the In-Basket Exercise, and receive a minimum score of 70%. **COMPETITORS WHO DO NOT APPEAR FOR THE WRITTEN TEST WILL BE DISQUALIFIED.**

**EXAMINATION  
SCOPE**

**NOTE:** To assist competitors in preparing for this examination the Staff Services Manager II Knowledge, Skills, and Abilities are listed below.

**WRITTEN TEST AND IN-BASKET EXERCISE - WEIGHTED 100%****Scope:****A. Knowledge of:**

1. Effective supervisory principles, practices and techniques to appropriately and effectively plan, oversee and direct the work activities of subordinate employees.
2. Conflict resolution techniques to address and deal with conflicts and issues that may arise in the work group to provide a positive, cooperative, professional work environment.
3. Appropriate corrective actions and progressive disciplinary techniques to provide effective, appropriate monitoring, coaching, and counseling of the work performance of subordinate staff.
4. Team-building principles and techniques that contribute to and promote a positive, cooperative, professional work environment for staff.
5. Strategic planning principles and concepts to plan and manage projects and assignments.
6. Methods used to monitor activities and progress of programs and/or projects.

**B. Skill to:**

1. Use tact and diplomacy when dealing with the needs, problems and/or concerns of employees, the public, and outside agencies.
2. Plan for the efficient use of personnel and resources to complete assigned projects.
3. Introduce changes in the work unit with a positive manner in an effort to generate support for the changes and to minimize impact or perceived impact on staff.
4. Recognize the need to shift priorities, staff and resources to maximize work unit operations.
5. Resolve performance problems by planning and implementing measures to improve performance.
6. Determine and apply appropriate disciplinary action to employees in the work unit.

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**EXAMINATION  
SCOPE  
(Continued)****B. Skill to: (Continued)**

7. Set up controls to ensure timely completion of staff work and projects.
8. Delegate work assignments and appropriate level of responsibility to subordinate staff to allow staff to complete work assignments and projects.
9. Identify and make an appropriate decision from a variety of alternative solutions.
10. Recognize the ramifications and possible impact of decisions to the work unit.
11. Establish a course of action for self and/or staff to accomplish a specific goal.
12. Develop solutions to problems affecting the work unit.
13. Develop alternate work plans and strategies in response to changing priorities, problems, or setbacks to allow for the completion of projects and work assignments within desired timeframes.
14. Analyze proposed legislation to advise management on the impact or potential impact of such legislation.
15. Recognize and reward positive, valued employee contributions in an effort to reinforce such behavior and enhance overall employee performance.
16. Anticipate future consequences of present decisions or courses of action.
17. Develop and write clear and concise reports, policies, documents, and correspondence.
18. Read and understand federal statutes and California State statutes, proposed legislation, and regulations in order to interpret, explain, and/or apply.
19. Evaluate written materials to ensure that prepared materials accurately and clearly document the information presented.
20. Plan, organize, supervise, and oversee the work activities of subordinate employees.
21. Give clear, accurate instructions and directions related to work assignments and performance expectations to staff.
22. Involve staff in the decision-making process regarding project timelines, work assignments, and work unit operations to facilitate staff acceptance of performance expectations.
23. Prioritize work assignments and in-basket materials to ensure completion with established timeframes and deadlines.
24. Identify information, materials, and resources needed to complete projects and assignments.
25. Recommend changes to work unit policies and procedures to enhance program or work unit effectiveness.

**C. Ability to:**

1. Perform job duties under emergency situations with little or no input from others in decisions made, tasks completed, and/or priority of tasks completed.
2. Work under pressure of tight timelines when completing projects or assignments.
3. Take corrective actions and progressive disciplinary techniques to provide effective, appropriate monitoring, coaching, and counseling of the work performance of subordinate staff.
4. Work on multiple projects and assignments.

**VETERANS  
PREFERENCE**

Veterans preference credit is not granted in promotional examinations.

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## GENERAL INFORMATION

**Americans with Disabilities Act, Title II:** The California Department of Social Services (CDSS) is committed to a strong policy of equal employment opportunity. To this end, CDSS does not discriminate against or exclude any person from participating in the employment process, advancement, benefits of employment, or in the admission and access to programs or activities administered by CDSS on the basis of: race; color; national origin; ancestry; religion; creed; sex; marital status; sexual orientation; pregnancy; age; veteran status; political affiliation; or disability (including AIDS) as required by Title II of the Americans with Disabilities Act (ADA). Reasonable accommodations for qualified individuals with disabilities will be made available upon request.

**It is the candidate's responsibility** to contact the California Department of Social Services three days prior to the written test date if he/she has not received his/her notice.

**For an examination** without a written feature it is the candidate's responsibility to contact the California Department of Social Services, Personnel Bureau, at (916) 657-1762 or CALNET 437-1762 three weeks after the final filing date if he/she has not received a progress notice.

**If a candidate's notice** of oral interview or performance test fails to reach him/her prior to the day of the interview due to a verified postal error, he/she will be rescheduled upon written request.

**If you meet the requirements** stated on the bulletin, you may take this examination, which is competitive. Possession of the entrance requirement does not assure a place on the eligible list. Your performance in this examination will be compared with the performance of the others who take this test, and all candidates who pass will be ranked according to their scores.

**The California Department of Social Services and the State Personnel Board** reserve the right to revise the examination plan to better meet the needs of the service if the circumstances under which this examination was planned change. Such revision will be in accordance with civil service laws and rules and all competitors will be notified.

**Examination Locations:** Ordinarily, oral interviews are scheduled in Sacramento, Oakland, and Los Angeles. However, locations of interviews may be limited or extended as conditions warrant.

**Eligible Lists:** Eligible lists established by competitive examination, regardless of date, must be used in the following order: 1) subdivisional promotional, 2) departmental promotional, 3) multidepartmental promotional, 4) servicewide promotional, 5) departmental open, 6) open. When there are two lists of the same kind, the older must be used first. Eligible lists will expire in from one to four years unless otherwise stated on this bulletin.

**General Qualifications:** Candidates must possess essential personal qualifications including integrity, initiative, dependability, good judgement, and ability to work cooperatively with others; and a state of health consistent with the ability to perform the assigned duties of the class. A medical examination may be required. In open examinations, investigation may be made of employment records and personal history and fingerprinting may be required.

**Promotional Examinations Only:** Competition is limited to employees who have a permanent civil service appointment. Under certain circumstances other employees (*i.e., former Department employees or current employees on TAU, T&D, and LT status*) may be allowed to compete under provisions of Rules 234, 235, and 235.2. State Personnel Board Rules 233, 234, 235, 235.2 and 237 contain provisions regarding civil service status and eligibility for promotional examinations. These rules may be reviewed at departmental personnel offices or at State Personnel Board offices.

**Criminal Record Clearance Information:** Some positions, within various divisions of the California Department of Social Services, are subject to fingerprinting and criminal records check requirements. This check will be completed by the Department of Justice. Applicants will be notified during the hiring process if the position is affected by the criminal records clearance procedure. Criminal record clearance is a condition of employment in positions affected by this procedure.

**High School Equivalence:** Equivalence to completion of the 12th grade may be demonstrated in any one of the following ways: 1) passing the General Educational Development (GED) Test; 2) completion of 12 semester units of college-level work; 3) certification from the State Department of Education, a local school board, or high school authorities that the candidate is considered to have education equivalent to graduation from high school; or 4) for clerical and accounting classes, substitution of business college work in place of high school on a year-for-year basis.

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**CALIFORNIA DEPARTMENT OF SOCIAL SERVICES**  
**P. O. BOX 944243**  
**SACRAMENTO, CA 94244-2430**

If deaf or hearing impaired, call the California Relay Service - From TDD phones: 1-800-735-2929  
From voice phones: 1-800-735-2922

TTY telephone number: Sacramento (916) 653-5457 CALNET 453-5457

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